

# Project Summary and Strategy Recommendations

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Norfolk Visioning and Engagement  
czbLLC - November 2010



Great Neighborhoods





Take Time, Work, and  
Commitment





Are Full of Pride and  
High Standards





Require at Least Some  
Financial Resources





and Most of All ARE FULL OF  
Committed Neighbors





The VEP Has Been a  
Project About Many Things





Unsightly



Appealing

But Mostly About Deciding What Kind of a  
Neighborhood You Want





And What Kind of Neighbors You Want to Be



# How We Got Here

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- For the last eight months, czb has been privileged to work in the four VEP neighborhoods of Lamberts Point, Kensington, Park Place, and Villa Heights
- We've come to learn quite a bit about the neighborhoods and the communities of residents and other stakeholders, and about a number of municipal agencies, from the Police Department to the Department of Planning to NRHA
- We've come to learn about service organizations committed to doing effective work in the VEP neighborhoods, such as the YMCA and the Old Dominion University CDC
- But mostly we have met some astonishing committed people



# Who Got Us Here

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- First the Dean Smith rule
- That said, a lot of people have to do a lot of work for any kind of meaningful change
  - Superb commitment at the Department of Planning (Frank Duke and Acquanetta Ellis)
  - Early leadership from former Councilor Hester
  - Consistent partnership from Councilor Whibley
  - Stewardship from the Civic Leagues
  - Support from the Architecture Students at Hampton
  - Advice and encouragement from the YMCA
  - Support from the Old Dominion University CDC



# Who Really Got Us Here

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- Core Residents Who Gave, and Gave, and Gave...and Gave Again

- Jessica Renda
- Paul Jackson
- Dennis Franz
- Frank Krison
- Rodney Jordan
- Charles Johnson
- Terez Patterson
- Thomas Harris
- Regina Turner
- John Porter
- Alton Robinson
- Henley Ervin
- Nancy Franz
- James Poole
- Reggie King
- Lana Pressley
- Tina Jackson
- Glen Ruley

Hosting Dinners and House Parties

Holding Barbecues

Walking the Neighborhood and Talking to Neighbors

Installing Flowers and Trimming Trees

Setting an Example



# Who Really Got Us Here

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- **Special Mention**

- Jessica Renda
- Paul Jackson
- Dennis Franz
- Frank Krison
- Rodney Jordan
- Charles Johnson
- Terez Patterson
- **Thomas Harris**
- **Regina Turner**
- John Porter
- Alton Robinson
- Henley Ervin
- Nancy Franz
- James Poole
- Reggie King
- Lana Pressley
- Tina Jackson
- Glen Ruley

# How We Got Here

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- Along the way we have worked together to develop a shared understanding of the four neighborhoods in terms of market strength, the broader regional economic environment, and the challenges facing these four historic neighborhoods.
- We have developed what we think is a coherent way for residents and your many partners to continue the work of coming together to build an even stronger community and in the process stabilize and then grow neighborhood health.
- The strategy we at czb and a handful of residents have co-created is challenging and serious. It has gravitas and asks a lot. It doesn't pull punches. It doesn't make nice. It isn't politically correct.
- Today we have a chance to talk about it, how we got here, and what's next.



# How We Got Here

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- Joint Data Collection (czb did not just go out and collect data) YOU did
- Beautification Work Where YOU Determined it Was Important NOT FOR THE SAKE OF MAKING THE NEIGHBORHOOD MORE APPEALING, but TO BUILD COMMUNITY CAPACITY
- Conversations About the Market - How it Works, Who it Rewards, How Policies Matter and Make a Difference
- Collection of Community Values (What YOU Said YOU Believe in)

# How We Did This

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- **FOUR Working Groups**
  - **Profile** (a portrait of the neighborhoods by residents)
    - Building conditions
    - Business viewpoints
    - Landlord opinions
    - Owners and renter opinions
  - **Values** (what you believe in and deeply cherish)
  - **Capacity** (building your ability to work together as neighbors)
    - Site selection (CRITERIA), planning (organization), execution (commitment)
  - **Strategy** (taking market conditions data, your values, and drafting a strategy)



# What We Wound Up With

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- Major Findings
  - The market in Norfolk avoids the VEP neighborhoods for the most part
  - What pushes away investments is the market's sense that the neighborhoods are unstable and unpredictable at best and dangerous at worst
  - Resulting soft demand means low prices and additional disinvestment
  - These challenges cannot be fixed and will not be fixed by real estate development and certainly not by developing any additional affordable housing for low-income households; not in the current economy with so much excess inventory in the region and so many good - indeed better - choices
  - However, what WILL work - community capacity to assert a new normal - also happens to be EXACTLY WHAT IS NEEDED

# What We Wound Up With

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- Strategy to Stabilize the Four VEP Neighborhoods
  - WHAT: Establish and Maintain a New Normal
    - How neighbors interact with each other
    - How residents tend to property
  - HOW: Build on Strength
    - Demonstrated Real Estate Marketability
    - Demonstrated Residential Capacity

.....
- WHAT IT IS NOT: Real Estate Development Using Subsidy to Respond to Need When the Problem is Inadequate Demand; the challenge you face are about driving market change, not maintaining the status quo.



# What We Wound Up With

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- Selected Guiding Principals
  - Shift from being a *need-based* community to one that embraces CHOICE, fights for market share, fights for strong families, and signals to the wider Norfolk market that the VEP neighborhoods are great places to choose
  - Build on and from strength. Acknowledge that resources are scarce and going to get even more scarce. Put the few \$ you have into projects that will MOVE THE MARKET.
  - Concentrate your efforts geographically and protect your investments. The four VEP neighborhoods cover a huge area of nearly a full square mile. Of the 3,200 residential structures in varying condition, some blocks are stronger than others.
  - Economic diversity is the name of the game

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## Outputs do not matter without the right Outcomes

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Outputs do not matter without the right **Outcomes**

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economic  
diversity

- Economic diversity is the name of the game

# What We Recommend

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- Stabilize the market by first selecting areas that meet two tests
  - Presence of significant enough strengths to grow and build on
  - At Risk
- Investing in home improvement and beautification in a concentrated fashion on strong blocks
- Investing in resident leadership development on strong blocks
- Investing in enhanced (but modified) code enforcement on strong blocks
- Investing in enhanced (but modified) community policing on strong blocks



# What We Recommend

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- Stabilize the market by first selecting areas that meet two tests
    - Presence of significant enough strengths to grow and build on
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  - Investing in home improvement and beautification in a concentrated fashion on strong blocks
- Create Two Stabilization Zones Initially
- Investing in resident leadership development on strong blocks
  - Investing in enhanced (but modified) code enforcement on strong blocks
  - Investing in enhanced (but modified) community policing on strong blocks

# What We Recommend

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- Buttress investments in the Stabilization Zones by buffering them
  - Create a zero tolerance perimeter layer around the Stabilization Zones
  - Deploy intensive code enforcement and police resources



# Moving Forward

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- Next Steps
- The 'REPORT' incorporates additional input received today and goes to the Department of Planning (December, 2010)
- Department of Planning coordinates w City Council for Council review and consideration of policy and funding implications
- Residents work with the Old Dominion University CDC to formally organize as an entity to negotiate and partner with the City's agencies and foundations and corporations
  - Continued dialogue on a new normal
  - Continued emphasis on economic diversity
  - Continued pressure for modified code enforcement and community policing
  - Renewed emphasis on reaching into lower-income rental community

# What We Recommend

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  - Create a zero tolerance perimeter layer around the Stabilization Zones
  - Deploy intensive code enforcement and police resources

Create Two Buffer Zones Initially

# What We Recommend

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- Why This Approach?
- The markets in these four neighborhoods need to have the “pause” button pressed; there needs to be a reset. The market outside needs to know there actually is a floor in housing values in the VEP neighborhoods, a floor in community standards of behavior beneath which residents will not tolerate, and a floor in community standards regarding the condition of property
- This approach will give an opportunity for a new normal to slowly grow
  - Stronger
  - Out from where it is now
  - Subordinating current prevailing “norms” that are very self destructive



# What We Recommend

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- What does it require?
  - That the community come to terms with the limiting factor of a large area and scarce resources,
  - That the community acknowledge the issue of a new normal being necessary, and a commitment to grow that new normal beyond a few blocks
  - That the community and the city work together
  - That the community and other entities - corporate, philanthropic, non-profit, and institutional - work together

# What We Recommend

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- How would it work?
- As noted
  - Modified code enforcement and policing
    - Code enforcement shifts to code compliance in Stabilization Areas
    - Policing shifts to modified community policing in Stabilization Areas
  - Zero Tolerance for code violations in Buffer Zones
    - Strict code enforcement
    - Sweeps and other police actions
    - Mandatory rental property registration and inspection requirement
  - Resident leadership development
  - Home improvement loans and grants
  - Beautification investments

# What We Recommend

---

- How would it work?

- As noted

## Neighborhood

- Modified code enforcement and policing

- Code enforcement shifts to code compliance in Stabilization Areas

- Policing shifts to modified community policing in Stabilization Areas

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## Community

### Neighorly

### Cohesive

### Diverse

### Safe

### Proud

### Valuable



# What We Recommend

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- How would it work?

- As noted

Neighborhood

Community

The New Normal

Safe

Neighorly

As practiced internally

Proud

Cohesive

As perceived throughout

Valuable

Diverse

- Modified code enforcement and policing
  - Code enforcement shifts to code compliance in Stabilization Areas
  - Policing shifts to modified community policing in Stabilization Areas
- Zero Tolerance for code violations
  - Strict code enforcement
  - Sweeps and other proactive actions
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# How We See it Working

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# How We See it Working

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1 Residents of strong areas commit even more of themselves

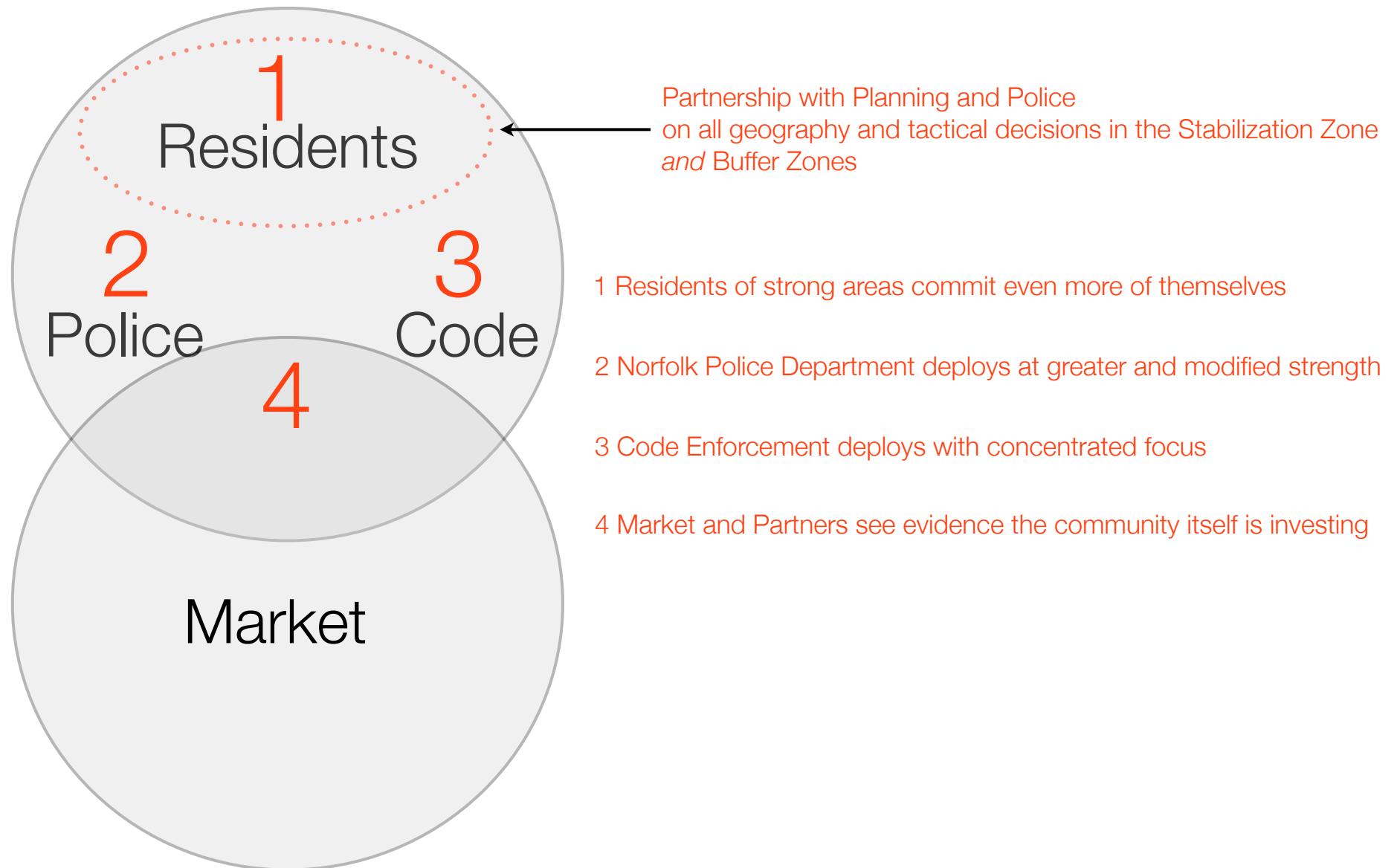
2 Norfolk Police Department deploys at greater and modified strength

3 Code Enforcement deploys with concentrated focus



# How We See it Working

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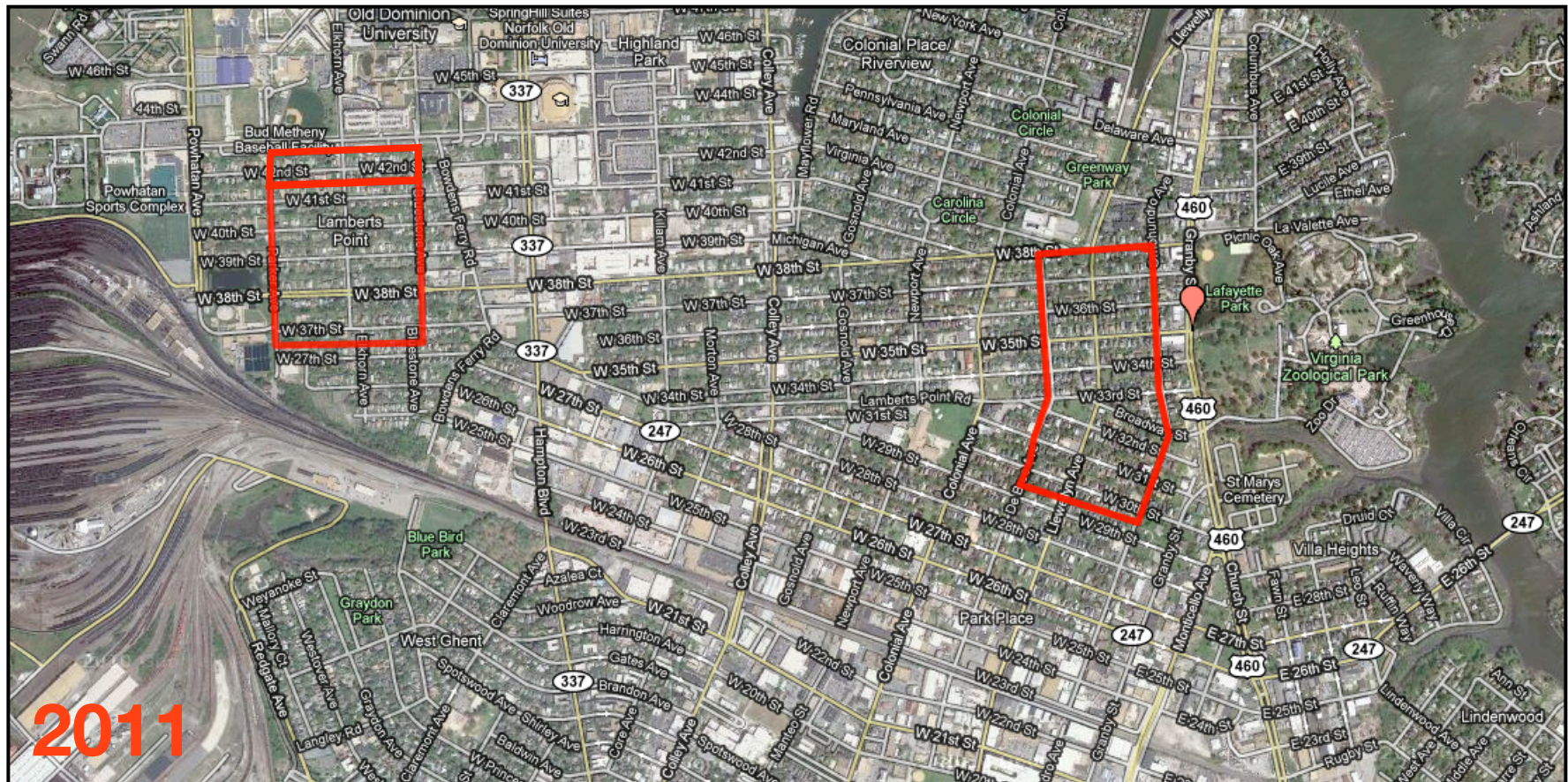
# How We See it Working

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- Recommended Locations for Phase One Stabilization (2011-2016)
  - Area 1 (Recommended to start 2011)
    - NE Park Place with a protective buffer zone
  - Area 2 (Recommended to start 2011)
    - Lamberts Point with a protective buffer zone
- Recommended Locations for Phase Two Stabilization (2013+)
  - Area 3 (If favorable conditions expand, recommended to start 2013)
    - Parts of Kensington and Villa Heights
  - Area 4 (If favorable conditions continue to expand)
    - Balance of Park Place and Kensington

# How We See it Working

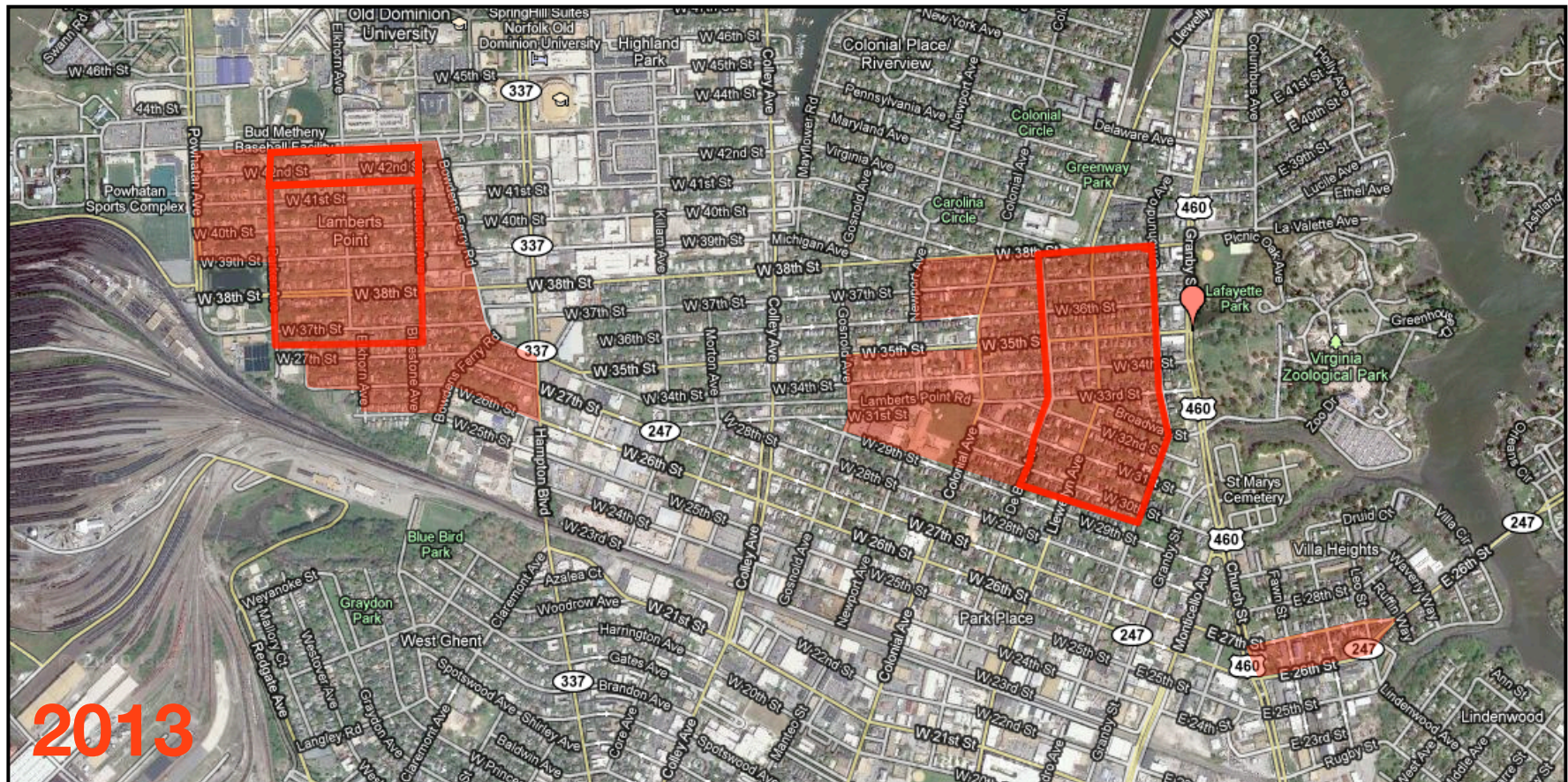
- Recommended Locations for Phase One Stabilization (2011-2016)





# How We See it Working

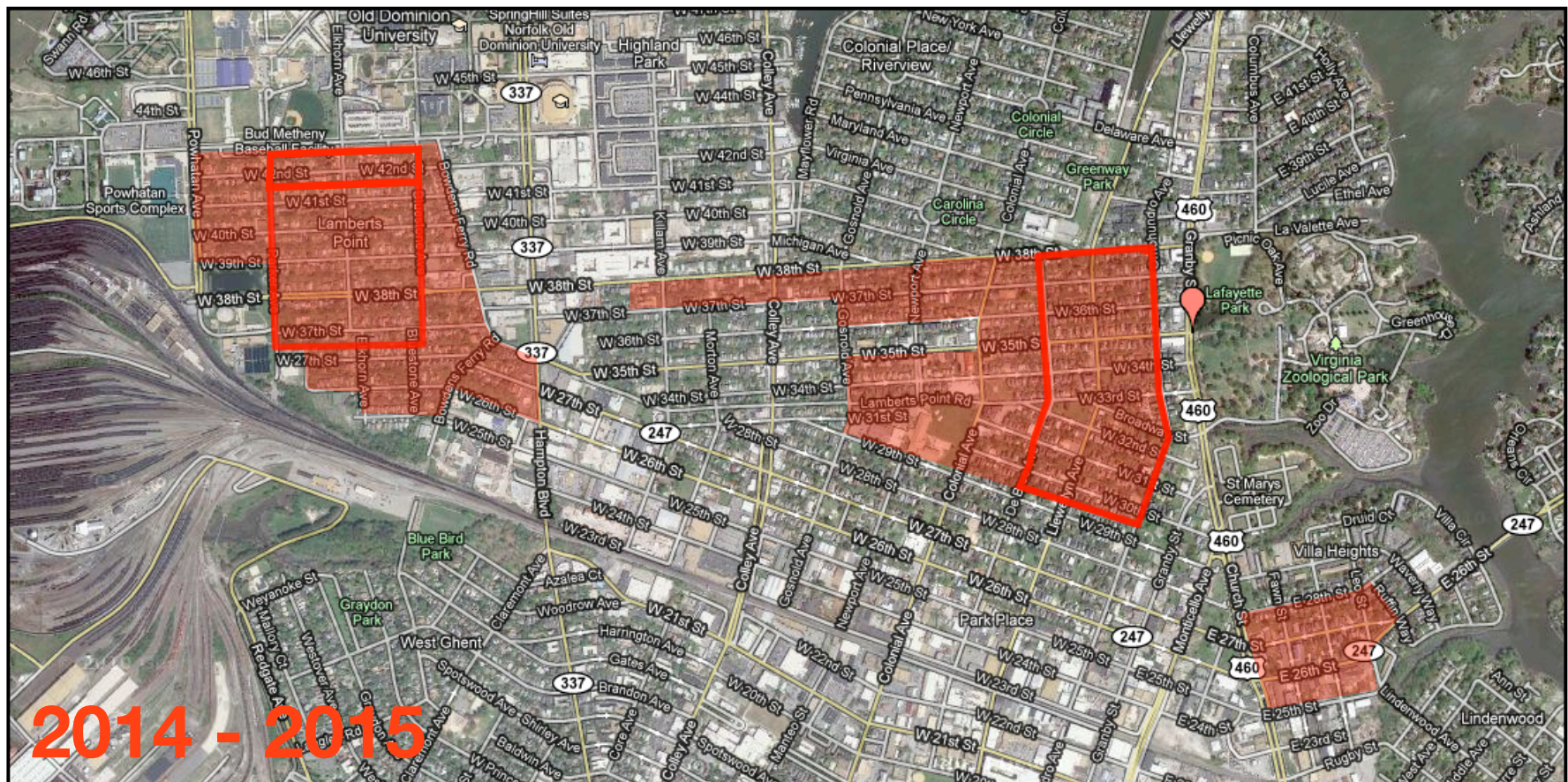
- Recommended Locations for Phase One Stabilization (2011-2016)  
Growing stability





# How We See it Working

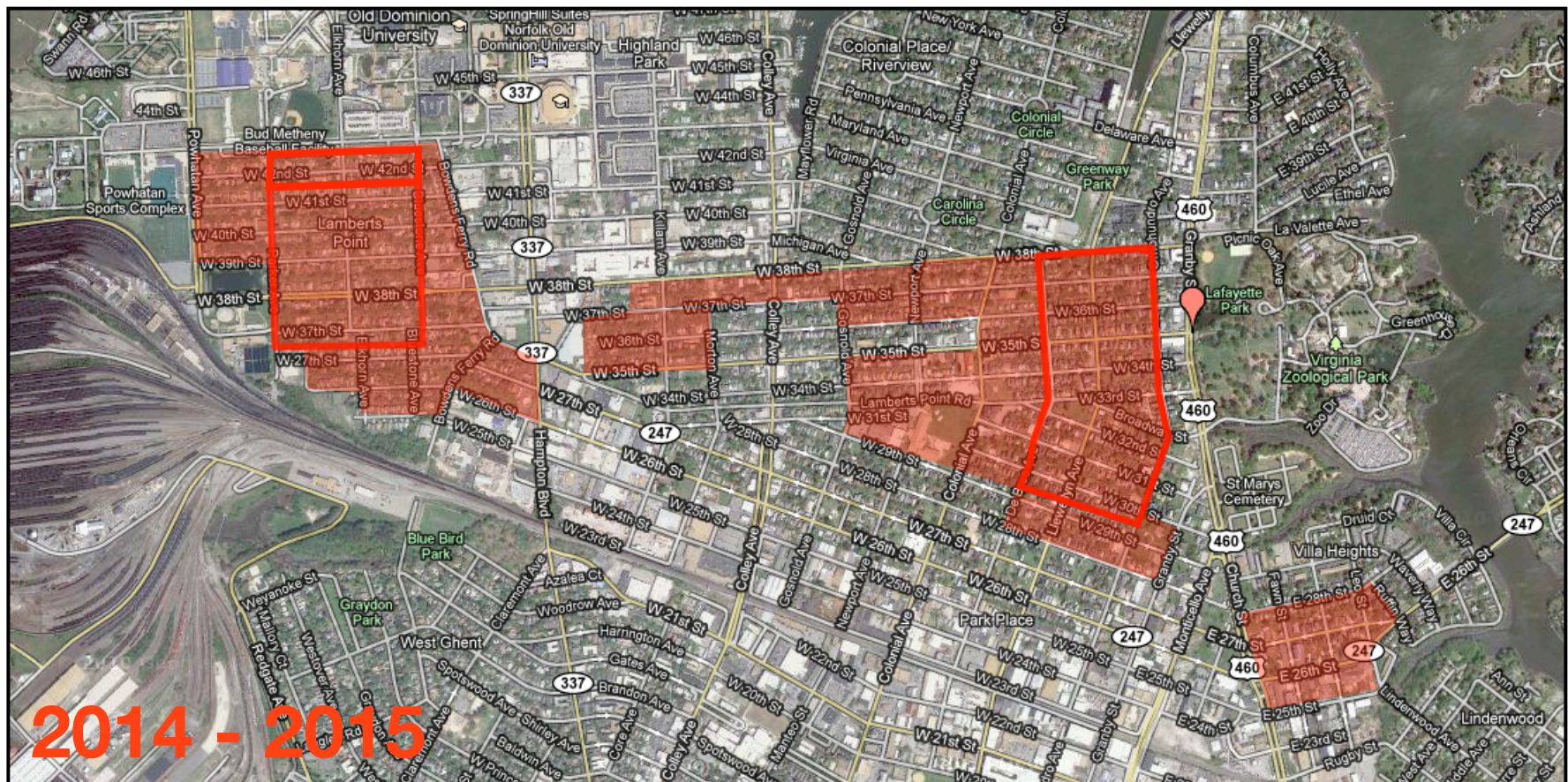
- Recommended Locations for Phase One Stabilization (2011-2016)  
Growing stability





# How We See it Working

- Recommended Locations for Phase One Stabilization (2011-2016)  
Growing stability



# How We See it Working

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- Recommended Locations for Phase One Stabilization (2011-2016)
  - Area 1: NE Park Place
    - Omohundro - DeBree - 38th - 30th
    - Code Enforcement
      - Rental Property Registration and Inspection, or
      - Enhanced Code Compliance Assistance
    - Modified Community Policing
  - Area 1 Buffer
    - Rental Property Registration and Inspection
    - Intensive Anti-Crime and Disorder



# How We See it Working

- Recommended Locations for Phase One Stabilization (2011-2016)
  - Area 1: NE Park Place
    - High current standards yet at risk
    - At risk yet feasibly recoverable
    - Strong turnout last six months
    - Marketable housing stocks
    - Highest levels of relative order





# How We See it Working

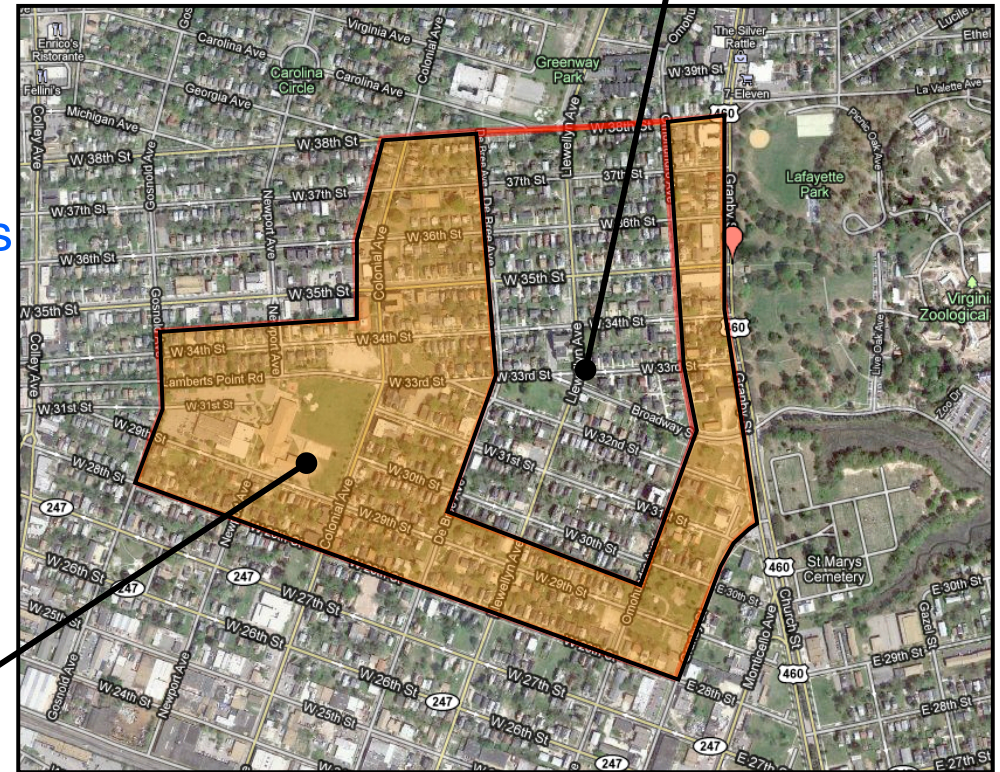
## Stabilization Zone

- Recommended Locations for Phase One Stabilization (2011-2016)
  - Area 1 Buffer

- Troubled standards
- Recoverable
  - but w pocket strengths
- Good turnout last six months
  - but over longer time
- Marketable stocks
- Significant disorder

needs attention

Buffer



# How We See it Working

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- Recommended Locations for Phase One Stabilization (2011-2016)
  - Area 2: Lamberts Point
    - Parker - Bluestone - 41st midblock - 27th midblock
    - Code Enforcement
      - Rental Property Registration and Inspection, or
      - Enhanced Code Compliance Assistance
    - Modified Community Policing
  - Area 2 Buffer
    - Rental Property Registration and Inspection
    - Intensive Anti-Crime and Disorder

# How We See it Working

- Recommended Locations for Phase One Stabilization (2011-2016)
  - Area 2 Lamberts Point
    - High current standards yet at risk
    - At risk yet feasibly recoverable
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# How We See it Working

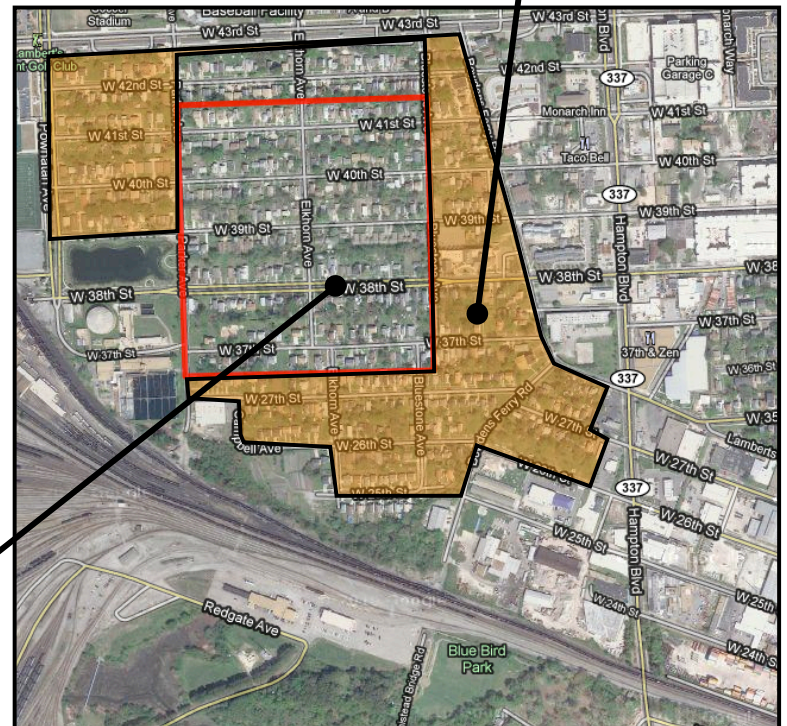
- Recommended Locations for Phase One Stabilization (2011-2016)
  - Area 2 Buffer\*\*

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needs attention

Buffer

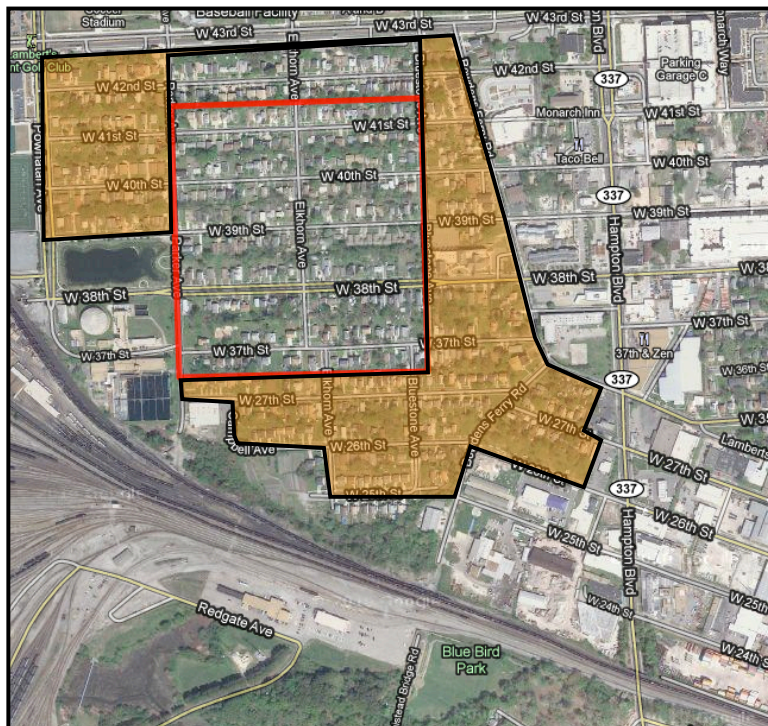
Stabilization Zone



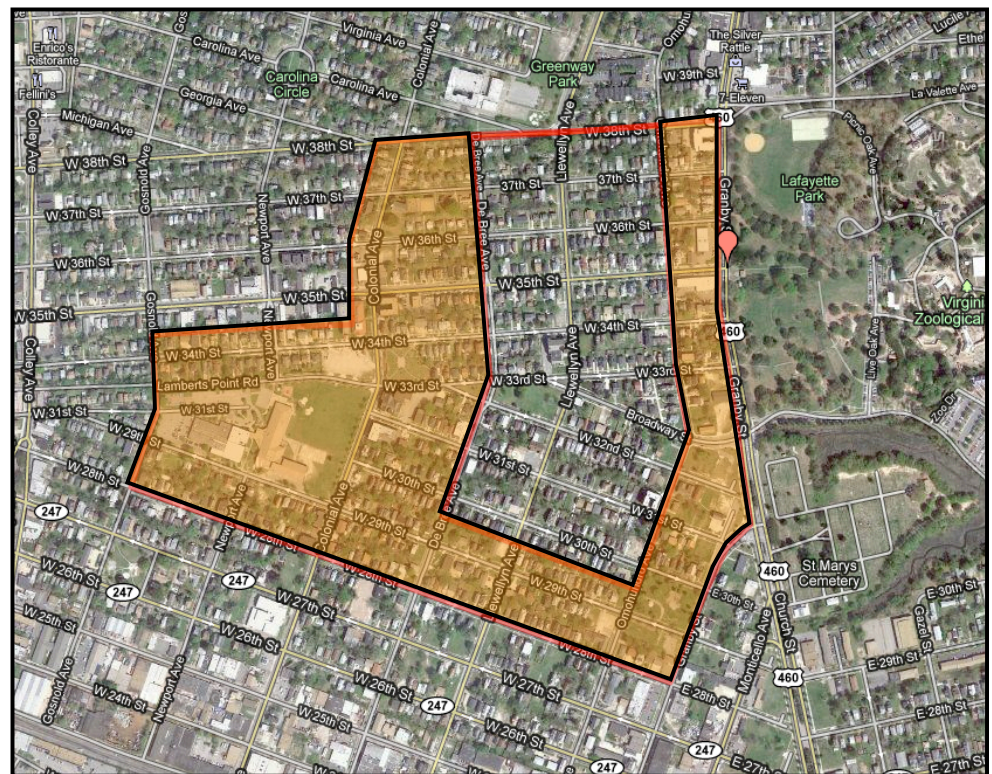
\*\* - All of LP could be treated as one area w/o a distinction regarding buffers

# How We See it Working

Lamberts Point



NE Park Place

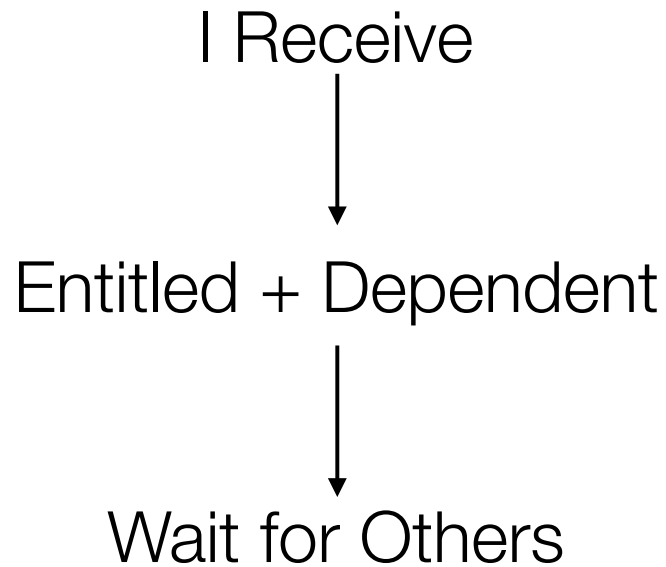




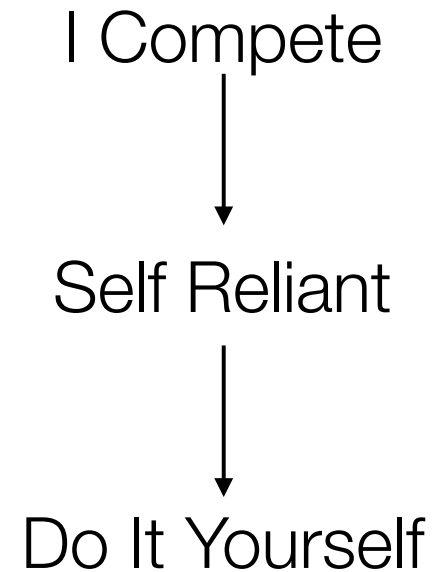
# Moving Forward

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Transitional + Distressed Neighborhoods



Healthy Neighborhoods



# Moving Forward

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Transitional + Distressed Neighborhoods

I Receive  
↓  
Entitled + Dependent  
↓  
Wait for Others

---

Healthy Neighborhoods

I am Engaged + I Compete  
↓  
Self Reliant + Empowered  
↓  
Do It Yourself

---

Investment